

Obamacare brokers, insurer dispute commissions

By Matt Pilon

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A fledgling Connecticut effort to rely more heavily on private insurance brokers to boost enrollments in Obamacare health plans has resulted in a bitter dispute over commissions that could end up in court.

The disagreement emerged after Farmington health insurer Connecticare recently informed four high-volume brokerage agencies that their commissions for bringing customers to the state's online exchange, Access Health CT, would be 25 percent lower than what brokers say their contracts stipulated. The exact amount of monthly commission payments in dispute is unclear, but it could total upwards of \$500,000 over the next year.

The clash emerges on the heels of the most successful enrollment period ever for the state's exchange, which announced last week that it now has just over 116,000 commercial plan members.

It also puts Access Health in an awkward position, forcing it to help mediate a dispute between the brokers that helped it reach record enrollment and the exchange's most prolific insurer.

Connecticare has boosted its exchange market share to 54 percent of all commercial enrollments, up from 42 percent in early 2015, according to Access Health.

The four insurance agencies involved in the dispute are known as "lead brokers." They were tapped by Access Health in 2015 to handle high volumes of enrollment referrals from the exchange's call center and other sources. Collectively, South Windsor's Crystal Financial, Cromwell's Health Markets, Hartford's Main Street Insurance, and Bridgeport's Premier Advisors enrolled or reenrolled nearly 19,000



Broker Jennifer Lovett could be out \$110,000.

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PHOTO | PAUL COLTAS



PHOTOS | CONTRIBUTED

Tourism venues around Connecticut, including the Palace Theater (top), Mystic Aquarium and Mark Twain House (bottom, left to right) may have to fight for a smaller state funding pool next year.

NONPROFITS on NOTICE

Arts, tourism industries face budget cuts, tighter scrutiny

By Matt Pilon

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It's unlikely to be a good year for Connecticut nonprofits that receive state contracts and grants, as tax averse lawmakers seek to balance a nearly \$570 million fiscal 2017 budget deficit with steep spending cuts.

Those sweating the outcome of the legislative session run the gamut, but Gov. Dannel P. Malloy's budget proposal singles out funding for 53 arts, tourism and labor programs, which face steep cuts and competition for a smaller pool of money.

His budget proposes a 25 percent cut to \$21.2 million in funding for performing arts centers like The Bushnell, the Connecticut

Science Center, Mystic Aquarium, arts councils and festivals, and various other programs. Money to support an incumbent worker training program is also at risk.

But the concern for nonprofits is not just about reduced funding. Malloy also wants to consolidate oversight of that shrinking pool of money, which would be reduced to \$15.8 million, from several state agencies—including the Department of Economic and Community Development (DECD) and the Department of Labor—to the Comptroller's office, tightening scrutiny over the funding to ensure grants go to organizations that deserve it.

"One of the key principles of this budget is

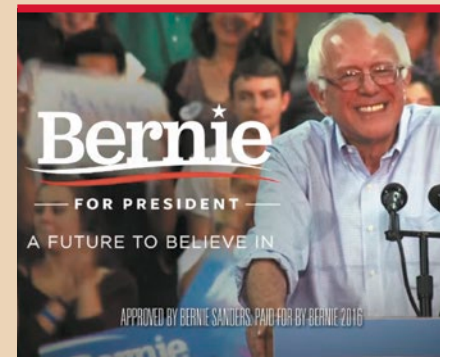
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Foggy Future

Vaping retailers and manufacturers are trying to fight what they call misconceived notions about e-cigarettes and other electronic smoking products, just as new state regulations are about to hit the industry.

PG. 3



Missed Opportunity

Connecticut's TV and radio industries precariously expect to earn little or no revenue from this year's presidential election, even as candidates pour tens of millions of dollars nationally into political advertising. Find out why.

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As vaping industry grows so does gov't oversight

By Keith Griffin

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If you build it, the state will regulate it. And that's exactly what's happening with Connecticut's nascent vaping industry, which comes under increased scrutiny March 1, when retailers and manufacturers of electronic cigarettes must begin registering with the Department of Consumer Protection, coughing up a one-time \$75 fee and annual fee of \$400.

Normally, the heightened oversight would draw the ire of businesses, but vaping industry representatives say they aren't opposed to increased scrutiny of e-cigarettes as they seek legitimacy, hoping to branch out with new stores and state and federal validation of the products they sell.

E-cigarettes and the practice of smoking them (referred to as vaping) have gained popularity in recent years as an alternative to cigarettes. Vaping uses an electronic nicotine delivery system to simulate smoking. Products include electronic cigarettes, cigars, cigarillos, pipes or hookahs that are sold by vaping retailers.

"We want to get rid of misconceived notions [of e-cigarettes and the vaping industry]," said Nicholas Ricciardi, the founder of Smooth Vaporz, who owns four e-cigarette stores in western Connecticut. Along with his brother George Ricciardi, he is hoping to franchise Mist Essentials and open stores starting first in Connecticut and then beyond.

Ricciardi said he is actively involved in the Smoke Free Alternative Trade Association (SFATA), which has 15 to 18 active store members in Connecticut, whose mission is to educate the public about vaping. The industry has argued vaping is safer than smoking cigarettes and a useful aid in helping smokers kick the habit. The American Lung Association, among other groups and individuals, has raised concerns about the health consequences of e-cigarettes, particularly their inclusion of nicotine and use among minors.

Responsible store owners, Ricciardi said, are in favor of regulations like childproof caps and a minimum age of 18 for the purchase of e-cigarettes.

They favor other restrictions as well like the product only being sold from retail locations and banning e-cigarette use in public places, which went into effect in Connecticut last October.

But he doesn't want it restricted to the point where vaping is only allowed on the street. "It should be up to the individual owner of restaurants," and other private businesses as to whether vaping should be permitted, he said.

On the federal level vaping laws are also



Nick Ricciardi, owner of Smooth Vaporz, stands in front of a liquid nicotine display at his store in Waterbury.

being enacted. Recently, President Obama signed into law the Child Nicotine Poisoning Prevention Act, which requires child safety packaging on liquid nicotine containers. It was co-sponsored by Connecticut's U.S. Rep. Elizabeth Esty and U.S. Sen. Richard Blumenthal. Esty said in a statement, "Even a small bottle of liquid nicotine may contain enough nicotine to kill four small children. With the rise in popularity of e-cigarettes, thousands of children are exposed to liquid nicotine."

CT's new regulations

Connecticut's latest industry regulation kicks in March 1, when vaping retailers and manufacturers will have to register with the Department of Consumer Protection License

Services Division. Division Director Michael Elliott said an applicant has to have a location and be in compliance with local zoning and public safety ordinances and codes.

"This can't be done out of the back of your van," Elliott said. Also, you can't be a convicted felon or be guilty of tax or cigarette violations.

The 18 staffers in his division aren't going to be conducting background checks, Elliott said. It's an honor system. Consumer Protection will review all the supporting paperwork submitted with the application before approving a retailer for a permit.

The potential is there for hundreds of permits, Elliott said, based on the number of lottery retailers in Connecticut. There is a presumption, he said, of a crossover. So far, though, as of Feb. 9, only 24 retailers have applied. It's a process that is fairly quick, provided all the relevant local approvals are submitted with the state application. Elliott said it can be done in a day or two. Just don't expect a quick turnaround at the end of February.

Just as the vaping industry likes to clearly distinguish itself from tobacco products, so does state law differ between e-cigarettes and their tobacco equivalents. Two distinct permits are required with tobacco under the oversight of the Department of Revenue Services.

Lora Rae Anderson, director of

communications at Consumer Protection, said her agency got the nod to oversee the vaping industry because liquid nicotine, the key ingredient of e-cigarettes, is considered a drug. "We have a diverse array of responsibilities," she said.

Another state agency with its hand in the vaping business is the Department of Banking, which is responsible for granting permission to franchise a business in Connecticut.

Market opportunities

Among Ricciardi's four stores, which are open seven days a week, he has 12 full-time employees and some part-timers.

He wouldn't disclose annual revenue numbers, but said it's not a low-risk, high-return industry.

A national report released in December said U.S. brick-and-mortar vape shops generate annual non-online sales of more than \$300,000 per store, according to the 2015 Vape Shop Index, released by ECigIntelligence, Roebbing Research, E-Cigarette Forum, and the SFAT.

The index also found that more than two-thirds of respondents (69 percent) were single-store owners, while 16 percent owned two shops, and 15 percent had three or more stores.

Ricciardi said the number of people

Continued

Vaping Demographics

An online study by Vaping.com, which garnered 10,000 responses, determined more than a third of respondents had their first e-cigarette at a specialty retailer followed by online vendors and locations like gas stations, pharmacies and general stores. It also determined the e-cigarette buyer typically is a male between the ages of 22 to 54 with an average age of 39.

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Vaping

vaping is growing, which is why he wants to franchise his business.

"It's just now become more mainstream," said Ricciardi, a self-described "serial entrepreneur" who has worked in restaurants, bars, mortgages and landscaping.

Marc Romanow of Plainville is acting as the franchising development specialist for the Mist Essentials chain as it seeks to expand. There have been no unique challenges for franchising a business that sells a controlled substance, he said.

As long as a franchisee complies with local and state laws they won't have legal issues, Romanow said, citing California, Illinois and New York as difficult states for franchisors.

Also, he added, setting up the franchise in Connecticut ran counter to what some might expect. "Connecticut is actually a delight when it comes to franchisors and franchisees.

PHOTO | PABLO ROBLES



The smoking area of Smooth Vaporz in Waterbury.

I'm speaking from the perspective of having to work with other states," Romanow said.

Mist Essentials has had inquiries from New Jersey and other states. "We want to branch out first locally before pushing out to other states," Ricciardi said. "We're not trying

to sell 10 franchises a month. We still have a store to run. We're slowly going to build the brand. It's a long-term play."

Inventory and startup costs, including the franchise fee, are \$60,000 to \$120,000, Ricciardi said. There is also a 6.5 percent royalty fee. ■

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Comptroller Kevin Lembo says using a pension-obligation bond with strict loan covenants could be a good way to force lawmakers to make annual pension payments.

Policymakers consider 'lockbox' approach for pensions

By Matt Pilon

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There's been much talk since last year about a constitutional "lockbox" to prevent future legislatures from pilfering transportation funds for other purposes. The matter may make it onto the voting ballot as early as November.

Now, some policymakers are weighing a similar approach for the state's pension system, which remains among the most underfunded in the country thanks, in part, to past legislatures foregoing annual required contributions (ARC) in lean budget years.

In a recent interview, State Comptroller Kevin Lembo said he wouldn't necessarily support a constitutional amendment, but he's not opposed to other tactics that could force legislators to keep up with annual pension payments, including borrowing money in the form of a pension-obligation bond (POB) with restrictive bond covenants.

The state teachers' pension system used a similar strategy in 2008, issuing a \$2 billion POB with covenants that require the state to pay its full ARC each year, which it has done.

The strategy could be replicated for the state employee pension system, known as SERS, which is currently underfunded by \$14.9 billion, Lembo said. Such a borrowing would likely be in the range of several hundred million dollars.

"So in the years when the legislature needs \$100 million, they would realize pretty quickly" that they couldn't forgo the pension payment to create budget savings, Lembo said. "We can lock them out of that. I'm open to talking about it because of the value it has in locking in good behavior."

Asked for her opinion, State Treasurer Denise Nappier said she is in favor of at least discussing a POB, but that it would require an analysis of whether the returns on invested bond funds would meet or exceed the cost of debt.

"We also must consider the impacts of such a transaction on the state's credit

rating and debt levels," Nappier said. "That said, a modestly sized and prudently structured transaction could be a powerful tool if it includes a bond covenant to improve fiscal discipline going forward — as was done with the POBs issued for the Teachers' Retirement Fund in 2008."

Some states, which can usually attract favorable interest rates, have also used POBs as a sort of arbitrage play, investing the borrowed funds and hoping for a higher return in the markets. Lembo and state budget director Benjamin Barnes, however, are cool to that market-timing strategy.

The POB talk comes amid heightened attention on the state's \$25.7 billion unfunded pension obligation and the increasing risk of annual retirement contributions swamping the state budget in the not-so-distant future.

Malloy has proposed changes to pension funding that would smooth annual payments but lengthen the payoff schedule. Lembo and Nappier have also released new funding strategies, and they plan to meet with the governor to reach consensus on a path forward.

Lengthening the payoff schedule would mean higher near-term costs. A POB could help the state get over that hump, Lembo said.

While past legislatures failed to sock away enough to meet rising pension costs, the Malloy administration has been making the required ARC payments, which is calculated by actuaries. The annual cost is \$1.5 billion, but it's rising thanks to overly optimistic assumptions about stock market returns, lower-than-required contributions and early retirement incentives provided in past years, and a backloaded payoff structure.

Of course, there is a deterrent currently in place if the state fails to make the ARC payment in a given year: It could hurt Connecticut's bond rating, driving up interest rates on state borrowing.

While that is a disincentive for legislators who might want to use some of the money for other programs, Lembo said the POB could be an additional way to build a fortress around the pension funds. ■

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BY THE NUMBERS

116,019

The number of Connecticut residents that signed up for private insurance through the state's health insurance exchange, Access Health CT, during this year's open enrollment period.

3,665

The number of foreclosures that were completed in Connecticut in 2015, down 25.8 percent from a year earlier, according to property-data vendor CoreLogic.

\$17,211

The average cost to throw a wedding in Connecticut, which is 41 percent higher than the U.S. average and the highest average cost in the nation.

89.5%

The percent of Connecticut adults who have earned at least a high school diploma, according to U.S. Census Bureau estimates.

TOP 5 MOST READ

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- Nine biz groups call on Malloy to use their expertise
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Joe Brennan is CEO of the Connecticut Business and Industry Association.

TOP STORY

Nine biz groups call on Malloy to use their expertise for gov't reforms

Nine Connecticut business groups are urging Gov. Dannel P. Malloy to use their expertise to improve the state's economy and government services.

In a letter sent last week to the governor, the business groups said replacing the historical and often rigid approaches to economic growth and the delivery of public services with innovative strategies and processes will save money, increase meaningful employment opportunities and enhance residents' quality of life.

The group includes the Central Connecticut Chambers of Commerce, MetroHartford Alliance, Middlesex Chamber and Connecticut Business and Industry Association, which is headed by Joe Brennan.

They said their member's collective expertise can be used to reform Medicaid funding and secure changes in work rules, pension calculations, and other key components of state-employee labor agreements.

The group also supports the governor's call for a transportation fund lock-box amendment to the state constitution and a meaningful cap on spending. They also want a biannual planning meeting on Connecticut's economic and employment strategy and objectives modeled after similar programs in Michigan and Minnesota.

The business coalition says the state must ultimately achieve four key objectives to sustain Connecticut's long-term growth: retain and recruit young talent across all sectors; strengthen the livability and competitiveness of urban centers; ensure a best-in-class transportation system through operational improvements and infrastructure investments; and re-establish historical 4 percent annual increases in per-capita income.

EDUCATION

Herbst says UConn's mission hurt by budget cuts

UConn President Susan Herbst traveled to the legislative office building last week to plead for more funding for her institution. Budget cuts proposed by Gov. Dannel P. Malloy, she said, would threaten its mission.

Herbst told legislators Malloy's proposed spending plan is nearly the same as it was in the 2009 fiscal year. "In that time, costs have risen by 36 percent," she said.

The 2016 fiscal year appropriation for the university is \$243.1 million. The overall university budget is \$1.3 billion with about half of its revenue coming from student tuition and fees.

Malloy has proposed a combined \$31.2 million funding cut for UConn and its regional campuses and the University of Connecticut Health Center in Farmington.

Herbst said the cuts "wouldn't make or break" UConn, but years of rescissions and fund sweeps are digging deeply into the school's fiscal health and threatening its ability to carry out its mission most effectively.

ECONOMY & LABOR

CT population shows slight decline

For the second straight year, Connecticut saw a drop in its population in 2015, according to U.S. Census bureau estimates. The state lost a net 5,791 residents from July 2014 to July 2015, for a population of 3.59 million.

The number of residents moving out of state over that period is estimated at 28,000. That includes residents moving to states like New York, Massachusetts and Florida. Immigration from other countries helped keep Connecticut's population decline somewhat in check.

Overall, the state's population has grown since April 2010 by 0.5 percent, from 3.57 million to 3.59 million.

Moving company Atlas Van Lines said last month the outward migration of Connecticut residents continued for the fifth straight year in 2015, meaning more than 55 percent of moves were going out of the state. The study said Connecticut was one of 18 outbound states.

Bankruptcy filings down in CT, nationally

Bankruptcy filings in Connecticut federal courts dropped in 2015, following similar trends nationally.

Connecticut courts saw 6,294 bankruptcy filings in 2015, down from 6,968 filings in 2014.

New Haven County saw the most bankruptcy filings with 1,858. Hartford County (1,468 filings) squeaked by Fairfield County (1,457 filings).

There were 844,495 bankruptcy cases filed across the country in 2015, down from the 936,795 cases filed in calendar year 2014 — a 9.9 percent decline in filings. That's the lowest number of bankruptcy filings for any 12-month period since 2007, and the fifth consecutive calendar year that filings have fallen, according to a statement from the administrative office of the U.S. courts.

GOVERNMENT, POLITICS & LAW

Malloy eyes new law to speed DMV services

Gov. Dannel P. Malloy is proposing legislation that would speed up service at the state Department of Motor Vehicles but it's already running into opposition.

The most significant aspect of the proposal would waive the ban on registering vehicles that have delinquent property taxes and parking tickets. A statement from Malloy's office said this will address a substantial portion of the wait times by customers, many of which are attributable to multiple visits by those who are denied a registration until local taxes or parking tickets are paid.

Cities and towns have supported the ban in the past because it is an effective means of collecting revenue due to them. Kevin Maloney, spokesman for the CT Conference of Municipalities said, "CCM finds the proposal to be very problematic. It would diminish both property tax revenues and ticket revenues for towns — revenues that the town's depend on to pay for essential services."

The governor also wants to allow private organizations like the American Automobile Association (AAA) to provide vehicle-registration services. AAA already handles Connecticut drivers' license renewals.

Malloy's legislation would also postpone the issuance of vessel titles until Dec. 31, 2018. It's believed doing so would reduce visits to DMV and free up staff to address other backlogs.

Duff revives Tesla direct-to-consumer sales bill

As expected, electric-vehicle manufacturer Tesla is getting another shot to convince the legislature to allow it to bypass dealerships and sell cars directly to consumers.

Senate Majority Leader Bob Duff (D-Norwalk) introduced the bill last week. A similar bill passed the House last year, following a compromise with auto dealers that Tesla be limited to three sales locations, but the legislation died in the Senate.

Tesla said in November that it intended to try again.

Duff's bill, An Act Concerning the Licensing of New and Used Car Dealers, also calls for a limit of three retail locations. The bill was referred to the Joint Committee on Transportation on Feb. 3.

HEALTH CARE

Cigna-Novartis ink value-based contract for heart drug

Bloomfield insurer Cigna has entered into an outcomes-based contract with the pharmaceutical company Novartis for the drug Entresto, which was approved by the U.S. Food and Drug Administration to treat heart failure with reduced ejection fraction.

Reduced ejection fraction, also referred to as systolic heart failure, is when the heart muscle does not contract effectively and less oxygen-rich blood is pumped out to the body, according to the American Heart Association website.

The pay-for-performance agreement with Novartis ties the financial terms to how well the drug improves the relative health of Cigna's customers, the insurer said. The primary metric is reduction in the proportion of customers with heart-failure hospitalizations. The agreement is for Cigna's commercial business.

HOSPITALITY & TOURISM

Bear's Smokehouse BBQ coming to Dunkin' Donuts Park

Bear's Smokehouse Barbecue is coming to Dunkin' Donuts Park. The Hartford BBQ restaurant will be the sponsor of the left field barbecue deck and have many of its authentic Kansas City style BBQ available to Yard Goats fans.

Bear's Smokehouse Barbecue was rated excellent by the New York Times and voted Best Ribs, Best New Restaurant and Best BBQ by CTNOW, Hartford Magazine and Connecticut Magazine. It was also named the Best Casual Restaurant by the Connecticut Restaurant Association.

There are currently two Bear's Smokehouse Barbecue locations, 89 Arch St. in Hartford and 2152 Poquonock Ave. in Windsor, and a third set to open in South Windsor.



REAL ESTATE

CT foreclosures fell in '15

Connecticut's foreclosure inventory rate still tops the national average, but the numbers dropped significantly in 2015.

According to property-data vendor CoreLogic, Connecticut's foreclosure inventory at the close of 2015 stood at 1.7 percent. The national average was 1.1 percent.

The state's foreclosure volume plummeted 25.8 percent in 2015 vs. 2014, CoreLogic said. Nationally, the foreclosure inventory rate dropped 23.8 percent in the same period. In 2015, 3,665 foreclosures were completed in Connecticut. That's down 34.9 percent from 5,637 completed foreclosures in 2014.

Connecticut's serious delinquency rate of 4.2 percent — a measure of past-due mortgages likely headed to foreclosure — is above the national average of 3.2 percent. Connecticut's 2015 serious-delinquency count was down 24.9 percent from 2014, compared to a drop in the national average of 23.9 percent in 2014.

CT home sales finish strong in 2015

Overall, 2015 saw major growth in Connecticut home sales, coupled with a slight decrease in prices. There were 29,986 single-family homes sold through the year, a 16.9 percent increase from the 25,660 sold in 2014. The median sales price for a home in 2015 was \$246,000, a 2.2 percent decrease from 2014's median of \$251,500.

There were 2,588 Connecticut single-family home sales in December, the highest sales total for the month since 2006, according to a new report from The Warren Group, publishers of The Commercial Record.

December's 2,588 sales, were up 17.9 percent from a year earlier. The median sales price in Dec. 2015 was \$235,000, a 2.1 percent decrease from Dec. 2014's median of \$240,000.

December also saw 619 condo sales with a median sales price of \$146,500; the sales were up 2.7 percent from a year earlier, and the median price represented an 8.4 percent decrease.

TECHNOLOGY

\$500K to Quiet Corner Innovation Cluster

The U.S. Economic Development Administration has awarded a \$500,000 grant to establish a Quiet Corner Innovation Cluster in Connecticut's northeastern section, several state Congressional leaders said.

The cluster would help small- and medium-sized technology and manufacturing businesses in Eastern Connecticut access the research and business expertise at the new UConn Tech Park and UConn's Office of Technology Commercialization to help strengthen and expand their businesses and grow jobs, according to a joint statement from U.S. Sens. Chris Murphy and Richard Blumenthal, and Rep. Joe Courtney, whose district includes that region of the state.

The competitive grant was among 25 awarded nationwide to advance innovation and build capacity of existing businesses, the legislative trio said.

WHAT'S AHEAD:

- 2/22 Focus: **Banking & Finance**
- The List: **Largest Venture Capital Deals**
- Nonprofit Profile: **CT State Medical Society**

CALENDAR

WEDNESDAY, FEB. 24

Creating a Winning Business Plan

The University of Hartford's Entrepreneurial Center will host a Feb. 24 seminar that informs entrepreneurs how to write a successful business plan.

The seminar, which runs 6 p.m. to 8 p.m. at 1265 Asylum Ave., Hartford, will help entrepreneurs learn the basics of putting together a business plan that will help them determine the feasibility of their business idea and access financing to grow.

The seminar is free to attend.

For more information contact: Pamella Kellom, 860.768.5681, entrectr@hartford.edu.

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Real Life Connections

Presidential politics no boon for CT's ad industry

By David Medina

Special to the Hartford Business Journal

Connecticut's TV and radio industries precariously expect to earn little or no revenue from this year's presidential election, even as candidates pour tens of millions of dollars nationally into advertising to bolster their bids for the White House.

That's because Connecticut will hold its party primary elections April 26, after 37 other states have already made known their Republican and Democratic presidential preferences. If history is any indicator, both parties' front runners will have already emerged by the time Nutmeg State primary voters head to the polls.

Connecticut also has the distinction of being a "predictably blue" Democratic state with a mere seven Electoral College votes in the general election. In short, Connecticut typically has very little impact on who eventually becomes president. Candidates, therefore, have little incentive to purchase advertising here.

"Most of the money will go to the key battleground states and, by definition, that does not include Connecticut," says professor Erika Franklin Fowler, co-director of the Wesleyan University Media Project, which tracks and analyzes all political advertisements aired on broadcast television. "Ads only really matter at the margins; election outcomes have more to do with larger issues like the state of the economy."

The one way Connecticut media may be able to reap some benefits of the presidential ad wars is if the race remains competitive, which it has so far. The mixed results of the Feb. 1 Iowa caucuses and New Hampshire primary have given Connecticut media executives reason to be cautiously optimistic going forward.

In Iowa, Bernie Sanders and Hillary Clinton split the Democratic vote almost evenly and Republicans Ted Cruz, Donald Trump and Marco Rubio finished within four percentage points of each other. In New Hampshire, Sanders beat Clinton handily, while Trump took the Republican nomination, followed by John Kasich, Cruz and Jeb Bush.

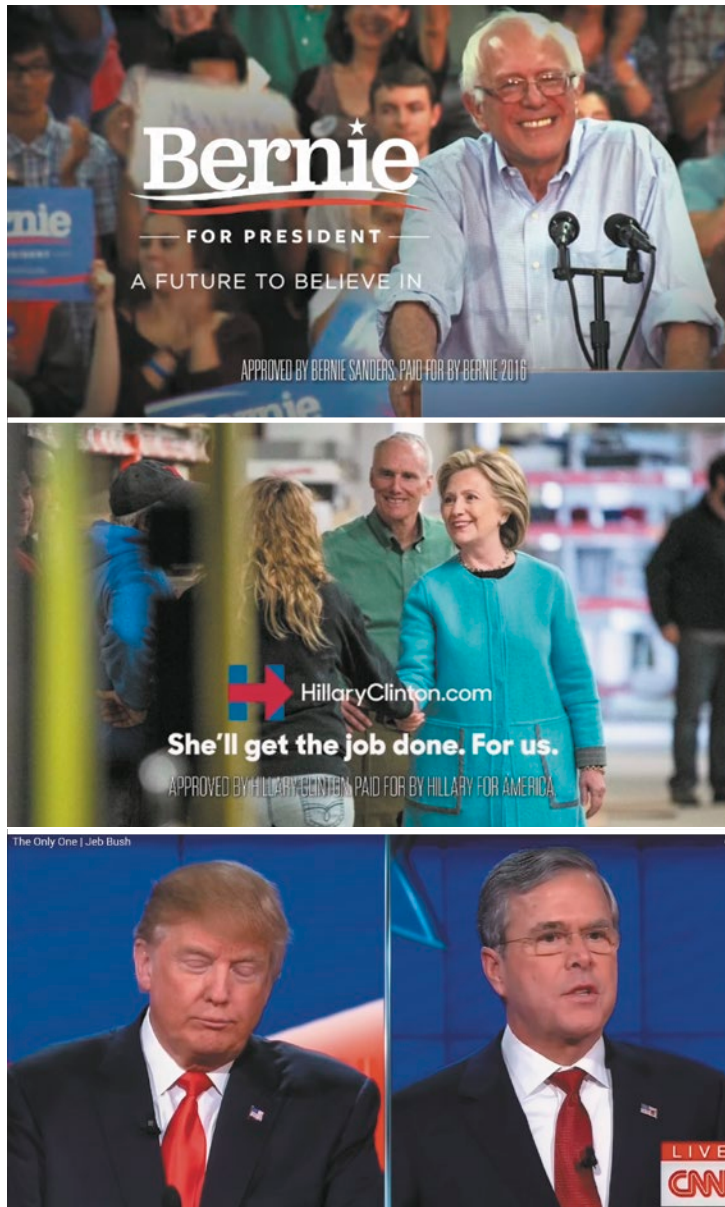
"I was a little bit surprised," said Stephen Rabb, senior manager for special projects and research at Fox CT, about the Iowa results. "But it feels like, from my perspective, that we might see some activity here."

The bottom line is that Connecticut's role in presidential elections only matters on those rare occasions when the outcome of the race is unforeseeable over the course of the primary season.

In 2008, for example, then-Sen. Barack Obama was locked into a tight race with Hillary Clinton for the Democratic Party nomination. In order to make their primary votes count, Connecticut and 22 other states held their primaries on Feb. 5, so-called "Super Tuesday." According to TNS Media Intelligence/CMag, a commercial ad tracking agency, the uncertainty of the outcome forced the Obama campaign to spend \$731,000 on local campaign advertising, most of it in the days prior to Super Tuesday. The Clinton campaign spent another \$417,000 here in a losing effort. Moreover, Clinton visited the state twice and Obama held a campaign rally at Hartford's XL Center that attracted 16,000 supporters. Republican nominee John McCain's campaign purchased no advertising from Connecticut stations.

Four years later, when it was evident early on that Obama would win re-election by a landslide, neither he nor his Republican rival, Mitt Romney, purchased campaign ads in Connecticut.

"Candidates will spend when it looks as though their



Bernie Sanders, Hillary Clinton, Donald Trump and Jeb Bush have put out TV ads to get their messages out to voters, but no presidential candidates have aired ads in Connecticut.

advertising can make a difference," Rabb said. "Frequently, they will place orders and, as it gets closer to the primary election and the outcome looks more lopsided, they'll move their money elsewhere. The reverse also happens in that, when the race looks close, they will pull money from another market and spend it here."

If there are no clear front runners by April 26, Connecticut broadcast stations could also profit greatly from the growing use of negative ads produced by political action committees and outside interest groups with generic all-American sounding names, such as Citizens for Truth and Justice. Federal election regulations require that broadcast stations charge candidates a discounted "lowest unit rate cost" for their campaign commercials. The preferential rate, however, does not apply to PACs and outside interest groups.

"They have to pay whatever the market will bear, and in a hotly contested race, the price of that kind of advertising can go through the roof," says Wesleyan's Fowler. Modern candidates, she explained, prefer to have outside groups attack their opponents, to protect their own credibility. "This year we're seeing a large disconnect between ads on air and polling numbers. Part of that goes back to the fundamental question that if most people don't like what you are selling, it doesn't matter how much you try to sell it."

Even under the most ideal conditions, however, Connecticut's share of the presidential advertising dollar pales in comparison to the amounts spent on television and radio advertising during a tight race for governor or the U.S. Senate. In 2010, when both offices were in contention, a record \$32 million was spent on local television advertising alone.

EXPERTS CORNER

How to maximize marketing effectiveness in the digital age

By Jill Adams

The term "digital marketing" is redundant these days. Studies show that we now spend more time each day on electronic devices than sleeping. So every organization's marketing must encompass digital channels.

Consider these facts. American adults are glued to their smart phones about five hours a day. On average, we check our social media channels at least 120 times a week. We watch nearly 30 hours of online video content each month. And around the world, we "Google" something about 40,000 times a second.

So if you're responsible for marketing, how do you leverage this obsession with digital communication in the most compelling, cost-effective ways? Start by keeping these three key principles in mind:

No. 1: Offer valuable content, not sales pitches

There's a mind-numbing amount of information being published online, but that doesn't mean people are actually reading it, or even more importantly, engaging with it. People don't want to be sold online, they want to be entertained and educated.

So before you spend a second or dime on social/digital marketing, develop an overall content strategy for your organization — one that is focused on the valuable information you can provide for your customers and prospects.

In one column, list the topics you're most qualified to talk about. In another column, list what keeps your customers up at night and what makes their day. Now find the magical intersections between what you could say — and what they want to hear. Let that guide what type of content to create for your social channels, your press outreach, your website, your newsletters and more.

And how do you know if people are really interested in the type of content you're considering? One quick, free way to do just that is to use Google Trends (google.com/trends). Simply enter several topics and compare the relative search volume for those terms to gauge interest.

No. 2: Create meaningful connections in each channel

Once you know what you want

to share, map out where — and how — you're going to share it. Just beware of two common mistakes including sharing the same content in the same way. Many businesses create "a" message, then check off the list that they posted it on their website, shared it on their social channels, etc.

But people have different expectations of both the type of content and the tone of the messaging on each digital platform. So carefully consider not only what to share, but how to package it, for each digital channel.

Another common mistake is thinking that the goal of every digital communication is to get people to your website. You need to offer valuable content in whatever channel your prospects and consumers find you. If they engage on your social media channels, deliver the value there. If they read your newsletters, make them actionable. Don't open one door to greet your prospect, only to send them to another door to get the information they're actually interested in.

No. 3: Look holistically at all the data

What makes marketing in the digital age so mind-tingling — and so nerve-wracking at the same time — is that many initiatives are more measurable than ever. But just because more data is available, don't assume those are the only metrics that matter.

Make sure you look holistically at all your measures of marketing success. For example, track your press hits, your advertising reach, your event exposure. You'll likely see spikes of digital engagement — when prospects are being surrounded by offline as well as online tactics.

Charge someone with an integrated marketing perspective to help you turn all these sources of data into actionable insights you can use to continually hone your 360-degree marketing plan.

The more valuable your content, the more tailored your connections and the more insightful your planning, the more successful your marketing will be in this digital age.

Jill Adams is principal and CEO of Adams & Knight, an integrated marketing agency located in Avon.

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Top daily newspapers in Connecticut

(Ranked by total daily circulation for the three months ending Sept. 30, 2015)

Rank	Company	Average daily		Average Sunday		Publisher/ title	Owner	Year established
		Total circulation	Print/ digital (1)	Total circulation	Print/ digital (1)			
1	The Hartford Courant 285 Broad St. Hartford, CT 06115 860-241-6200; www.courant.com	114,227 (2)	89,152 14,275	166,307	150,907 15,400	Tom Wiley Publisher & CEO	Tribune Publishing Co.	1764
2	New Haven Register 100 Gando Dr. New Haven, CT 06513 203-789-5200; www.nhregister.com	50,658	47,359 3,299	60,501	57,362 3,139	Kevin Corrado Publisher	21st Century Media	1812
3	Republican-American 389 Meadow St., P.O. Box 2090 Waterbury, CT 06722 203-574-3636; www.rep-am.com	36,477	36,014 463	42,330	41,881 449	William J. Pape II Editor & publisher	American- Republican Inc.	1844
4	Connecticut Post 410 State St. Bridgeport, CT 06604 203-333-0161; www.ctpost.com	29,953	25,583 (3) 4,370	39,573	37,907 1,666	Henry B. Haitz III Group publisher & president, Hearst Media Services, Connecticut	Hearst Media Services, Connecticut	1883
5	Journal Inquirer (4) 306 Progress Drive, P.O. Box 510 Manchester, CT 06045 800-237-3606; www.journalinquirer.com	27,978	27,946 32	31,197 (5)	31,165 32	Elizabeth S. Ellis Publisher	Neil and Elizabeth Ellis	1968
6	The Day 47 Eugene O'Neill Drive, P.O. Box 1231 New London, CT 06320 860-442-2200; www.theday.com	23,307	19,637 3,670	24,310	22,660 1,650	Gary Farrugia Publisher	The Day Publishing Co.	1881
7	The News-Times 333 Main St. Danbury, CT 06810 203-744-5100; www.newstimes.com	12,281	10,345 1,936	16,207	15,199 1,008	Henry B. Haitz III Group publisher & president, Hearst Media Services, Connecticut	Hearst Media Services, Connecticut	1883
8	The Hour 1 Selleck St. Norwalk, CT 06855 203-846-3281; www.thehour.com	11,790 (6)	7,091 4,699	20,681	16,144 4,537	Chet Valiante Publisher & COO	The Hour Publishing Co.	1871
9	The Bulletin 10 Railroad Place Norwich, CT 06360 860-887-9211; www.norwichbulletin.com	11,529 (6)	10,755 774	15,218	14,444 774	Nadine McBride Publisher	GateHouse Media Inc.	1791
10	The Advocate 9A Riverbend Drive South, P.O. Box 9307 Stamford, CT 06907 203-964-2200; www.stamfordadvocate.com	8,048 (7)	6,971 1,077	10,325	10,019 306	Henry B. Haitz III Group publisher & president, Hearst Media Services, Connecticut	Hearst Media Services, Connecticut	1829

Source: Alliance for Audited Media quarterly data reports for the three months ending Sept. 30, 2015.
Notes: NA = Not applicable. Daily average represents Monday-Friday unless otherwise indicated. The Record-Journal is not audited by Alliance for Audited Media and did not complete a survey.
(1) Digital represents the number of people who subscribe to the nonprint edition of the newspaper through tablet or smartphone apps, PDF replicas, metered or restricted-access websites or e-reader editions.
(2) Includes Reminder News, an affiliated publication with 10,800 copies.
(3) Includes Fairfield Citizen and Westport News, affiliated editions with a combined 819 copies.
(4) Data from 2015 not available; data are for three months ending Sept. 30, 2014.
(5) Figure represents average Saturday circulation; Journal Inquirer does not circulate on Sundays.
(6) Figure represents average Monday - Saturday circulation.
(7) Includes Darien News, an affiliated publication, with 122 copies.
—Compiled by Heide Martin.

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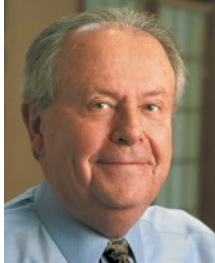
Q&A

Like media industry, Maier evolves with time

Q&A talks with Bill Maier, founder and president, and I. Todd Russell, executive vice president and chief marketing officer, of Farmington-based Maier True Communication, which is celebrating its 45th anniversary in 2016.

Q: You've been in the advertising and marketing communications field for 45 years. Is anything the same in your field as it was back in the early '70s? What's the biggest change?

A: Maier: We're still creating traditional media, but what has truly evolved is mobile. People are using it daily as a communication vehicle. That has hit very hard in the last 10 years. Although print is not going away, it's being overtaken by digital. The fundamentals haven't disappeared, but everything's leaning toward digital and instant communications.



BILL MAIER

Founder and president, Maier True Communication

serious look at it. It's a very powerful medium and can be enormously effective.

You might recall during a nationally broadcast NCAA championship football game a few years ago, announcer Brent



I. TODD RUSSELL

Executive VP and chief marketing officer, Maier True Communication

Musburger made a comment about a woman in the stands. As soon as he did that, within 30 minutes, her Twitter followers increased from 5,000 to 100,000. You can't argue with those numbers. The recognition really catapulted her career.

Social media can be used to extend conversations. Dollar Shave Club got their start in a Super Bowl spot. The real

traction came when they started releasing videos on YouTube and engaging people on Facebook. It blossomed into a household name.

It's about storytelling. That's a term we hear a lot. We're now involved in marketing with people rather than at people.

Q: Is your business always a march forward or do aspects of it come back full circle at times? Is your industry cyclical or a straight line?

A: Russell: We're in a cyclical business, especially in the way we utilize digital marketing. As mentioned, websites are never completely finished. They're updated regularly with new content. If a web asset doesn't provide a viewer reasons to return, there won't be "stickiness."

We want to attract and engage people, acquire them as customers, and obviously retain them too. For that to happen, content needs to be constantly refreshed, regardless of marketing channel. There has to be a reason for people to return to whatever medium in which you are broadcasting your message.

Q: What's ahead in marketing communications? Where is the industry going?

A: Russell: Technology plays a huge role these days. Some of the tools are CRM — customer relationship management — marketing automation, and overall analytics that help with measurement and reporting. Most of our clients have these platforms.

What's ahead is more effective messaging with mobile and wearable devices. I don't think people reflect on where we are — digital marketing is still in its infancy.

My first email account was established about 20 years ago. Smartphones have been with us less than nine years. Now we have wearable devices. Eventually, we will have one device that will take care of all our needs. We have to craft our messages in different ways that will be effective. A digital billboard on I-84 will look a lot different than it will appear on someone's Apple Watch. ■

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Q: On your firm's website, there's this line in the "About" section: "Megaphone marketing has been replaced with dialogs — exchanges with customers that offer targeted, useful, easy-to-obtain information." How true is that? Does all marketing have to be that targeted to be successful?

A: Russell: Websites are clearly a mandatory component in business-to-business communications. We've recently evolved and reworked our site — but it's never finished. That's one of the advantages with digital mediums. The ability to change and evolve is there. Being targeted is important — it's a huge part of what we do. And one aspect of targeting is measurability. If a client can't justify a spend, measure it, and report back, they should not be making that investment. That's how critical it's becoming. Just throwing things out there to see what happens is not a strategy. You have to be able to measure it.

Q: Along the lines of dialogs, are influencers still a relevant aspect of marketing? Is social media where the message has to be?

A: Russell: Influencers are still relevant. We create multi-tiered strategies and campaigns to reach and communicate to the various influencers touching our clients' businesses. While social media isn't a mandatory medium, our clients need to take a

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Fredrick McKinney, Ph.D.
Earned a Ph.D. in economics from Yale University.



William W. Bouton III, Attorney and Partner, Hinckley Allen
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DEAL WATCH

CBRE sees higher area leasing, rents in '16

Gregory Seay



CBRE New England's annual Greater Hartford commercial and investment real estate yearend wrapup and new year outlook is an extremely popular and well-attended forum for those who are, or aspire to be, in the know about the region's realty scene.

As a supplement to its January event, the downtown Hartford branch of team CBRE recently released its 2015 market overview and 2016 outlook to help landlords and tenants track its refined data and intelligence.

Here's a condensed breakdown of CBRE brokers' 2016 predictions:

Downtown Hartford: "Increased leasing activity and positive absorption estimated at 50,000 square feet are anticipated for 2016. Due to the completion of retail and housing developments downtown and the state of Connecticut's consolidation of 2,300 employees at Connecticut River Plaza, we expect continued pressure on parking availability and pricing. ... As the city becomes more vibrant, we expect to see suburban tenants continue to consider relocations to the downtown. There are high-quality alternatives and space at marquee buildings such as 1 State Street, One Financial Plaza and CityPlace I, featuring asking rental rates of \$23.50 - \$27 per square foot. These premium spaces have been long occupied and will garner most of the leasing activity in 2016."

— John McCormick Jr.

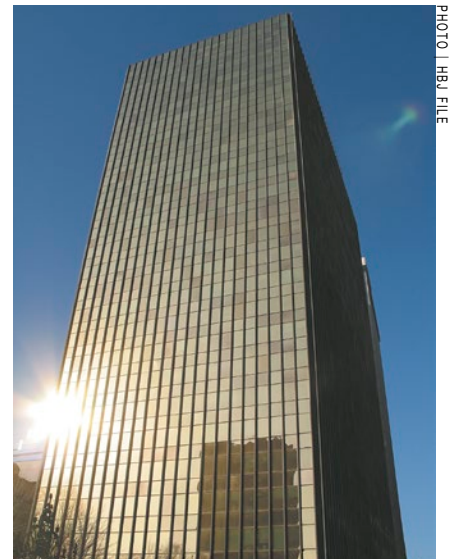
Suburban East: "The east market stabilized over the course of 2015 as absorption continued in Class-A spaces; there is reasonable confidence that 2016 will be a positive year for this submarket. Glastonbury will continue to lead the east in absorption and rent growth. Tenants seeking locations east of the river may consider East Hartford for quality Class-A spaces as a result of the continued tightening office market in Glastonbury. ... Landlords should also be prepared to provide tenant improvement packages and concessions to lease less attractive options."

— Jennifer Gosselin

Suburban West: "New requirements totaling 75,000 square feet in the market today should result in a strong start to 2016's performance. Large block opportunities in Farmington and Southington will gain increased attention from tenants inside and outside of the submarket. Farmington and West Hartford will continue to lead the west in overall activity and rent growth as those towns continue to tighten."

— Michael Puzzo

North Suburban (Bloomfield, Windsor, etc.): "...As long as the economy remains healthy and there are no major tenants downsizing or relocating to other



One Financial Plaza, also known as The Gold Building.

markets, the north market will likely remain as healthy as it has been for several years. With no new construction on the horizon, all it would take to shift towards a landlord's market is one or two mid- to large-sized tenants migrating from another market. At that point, there would likely be an increase in lease rates and/or a reduction in tenant improvements. Even then, the north market would still be far less expensive than the west, south and east suburban markets by \$3 - \$6 per square foot."

— Bob Botters

South Suburban Office (Rocky Hill, Wethersfield, etc.): As the supply of Class-A space dwindles, tenants will be forced to renew or relocate to less desirable space if they are unwilling to absorb the increased rental rates. Rental rates will slowly increase and tenant improvement allowances will decrease, resulting in tenants making financial contributions to the cost of renovating the premises. There is no new speculative construction planned or being developed in the suburban south market. Tenants seeking space will be forced to consider pre-approved sites ready for development."

— David Barnes

Central Connecticut Investment: "With more than 10 office opportunities either on the market or under contract as 2016 begins, another year of active trading is to be expected. However, with so many large acquisitions over the last four years, sales volume is unlikely to approach the milestones established in 2015. We continue to expect equity sources from outside the market to drive demand, but several strong local players continue to make an impact on the supply and demand curve as well."

— Patrick Mulready

Greater Hartford Industrial: At the start of 2016 the vacancy rate hit below 10 percent, indicating a landlord-favored market not experienced since [the first quarter of] 2008. Rent growth should begin to accelerate from its current, slow pace, particularly for higher-quality spaces with large contiguous availability.

— Christopher Metcalfe

Gregory Seay is the Hartford Business Journal News Editor.



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Nonprofits will fight to preserve funds

that recipients of state funds must demonstrate that their outcomes merit their funding," his budget reads. "Governor Malloy believes that state funding commitments to outside agencies, nonprofits, community organizations, and special events should be limited to a finite time period and should be re-examined regularly."

A number of the organizations and programs on the funding chopping block have been virtually guaranteed money in the past through sometimes controversial earmarks, or "designated" funding from the legislature.

A 2012 attempt to reduce those earmarks was met with fierce nonprofit resistance, forcing Malloy to retrench and give back 80 percent of prior-year funding levels. The remaining 20 percent of funding was left to a more competitive bidding process.

In a speech last month, Malloy's budget director, Office of Policy and Management Secretary Benjamin Barnes, revived the concept.

"I want a broader discussion about accountability," Barnes told an audience at CT Voices for Children's annual budget forum.

Asked to elaborate on the proposal, Barnes said in an interview last week that the administration would like organizations that have received earmarks to compete on a level playing field with all other nonprofit programs.

"The amounts they get ... is a result of a historic artifact and not a reflection of any kind of rational approach on how we should spend the money," Barnes said.

Barnes noted that moving the arts and tourism funds to the Comptroller could also protect that money, if the legislature approves Malloy's proposal to give agency heads more leverage over how to spend their budgets in the year ahead.

There's already language in the budget implementer bill regarding the arts and tourism funding.

It calls for the Comptroller to work with several agencies to develop an annual grant program for arts, tourism, and community, workforce, and youth development programs. Nonprofits receiving state funds would be required to submit their goals and outcomes to the Comptroller, who would provide a report to legislators to better inform their spending priorities.

Many nonprofits already submit such



The CT Science Center could lose state funds.

Chopping Block

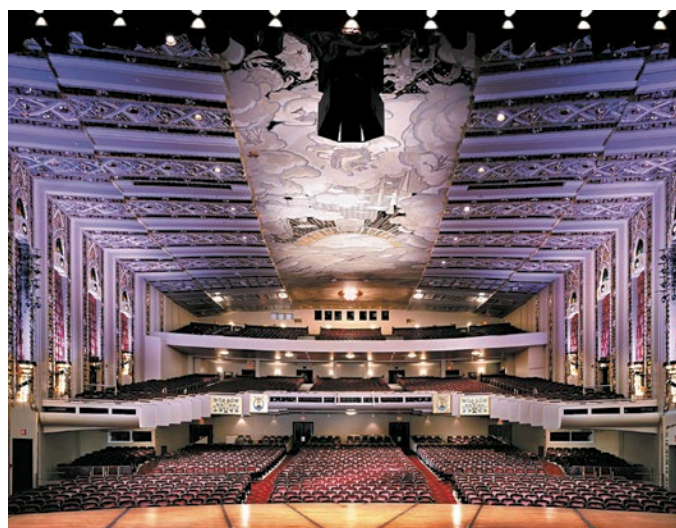
These are some of the arts, tourism and community grants that could be cut or eliminated under Gov. Malloy's budget.

Organization/ Program	Current Funding
CT Humanities Council	\$1,851,184
Performing Arts Centers	\$1,235,606
Tourism Districts	\$1,202,488
Incumbent Worker Training	\$679,975
CT Science Center	\$522,875
Mystic Aquarium	\$505,803
Beardsley Zoo	\$319,861
CT Pre-Engineering Program	\$239,531
Twain/Stowe Homes	\$95,057
Greater Hartford Arts Council	\$86,726
Barnum Museum	\$23,750

SOURCE: OPM

reports to the agencies that fund them, but Barnes said he wants to ensure that legislators get a holistic view of how programs are performing.

The proposal also allows the legislature



The Bushnell shares \$1.2 million in state funds with three other performance centers.

to set up timelines for annual application processes for each program.

Cause for concern

Frank Tavera, CEO of the Palace Theater in Waterbury, said there is much uncertainty about the proposed change in the funding process for his organization and the three other theaters, including the Bushnell, that fall under the state's "performing arts centers" line item. That \$1.2 million, split equally among the four venues, would be reduced to around \$900,000, if the legislature approves the proposed 25 percent cut.

"The 25 percent reduction and the idea it would be consolidated under the Comptroller's office ... those are all triggers for us that cause alarm," Tavera said. "Everyone has planned or built budgets around the anticipation of that dollar amount."

He said the theaters typically use the money to help fund operations. If the Palace Theater receives 25 percent less funding next year, Tavera said it will spur a fundraising push among donors and may require higher ticket prices, but core programs would likely survive.

But what if the state decides that the Palace deserves less money?

"We might have to eliminate non-self-funding programs," he said. "We might lose audience participation. See less staff."

Jeffrey Walter, interim CEO of the

Connecticut Community Nonprofit Alliance, which counts arts and tourism organizations as well as health and human services nonprofits among its 600 members, said the proposed 25 percent cut comes after years of nonprofit funding erosion.

"It flies in the face of comments that have been made over the years by this governor and previous governors

about the importance to the economy of the [arts and tourism] sector," Walter said.

He conceded that the state may benefit from reevaluating its list of earmarked funds.

"There probably needs to be an overall review of how the state wants to support this sector of the nonprofit world," he said. "But it's hard to do that at the same time you're cutting the funding so significantly. It's really two different things. I don't know if it's disingenuous or just poor timing to say we're going to do both at the same time."

Comptroller Kevin Lembo said he has reservations about the consolidation proposal. Lembo said monitoring and transparency are vital, but he wants to ensure that the most appropriate arms of state government handle that oversight.

"Agencies like DECD and [OPM] currently perform many of the functions being discussed, including evaluating competitive grant proposals and overseeing grantee performance," Lembo said. "Placing the administration of this new program in an agency that already has a track record of performing these functions would improve efficiency by avoiding the need for my office to create duplicative administrative capacity."

He added that if the legislature and governor ultimately decide on who receives funding, they should also be the ones doing the monitoring. ■

Nonprofit health providers in budget-ax crosshairs

By Matt Pilon

mpilon@HartfordBusiness.com

While funding for arts and tourism organizations face increased scrutiny under Gov. Malloy's budget proposal, they aren't the only nonprofits worried about funding this session.

Health and human services organizations say across-the-board cuts at the state's array of health and social services agencies, in addition to targeted cuts to mental-health grants and other programs, could have a big impact on the services they provide for low-income residents with mental and physical disabilities and substance-abuse problems.

"The health and human services budget is the worst we have ever seen," said Heather Gates, CEO of Windsor-based Community Health Resources (CHR), which runs substance

abuse, foster care and other behavioral health-care programs that serve approximately 20,000 people a year at more than 30 locations around the state. "I don't think there's a single nonprofit out there that won't be affected by this budget."



Heather Gates, CEO, Community Health Resources (CHR)

With more than 700 employees and a budget of approximately \$43 million in 2013, CHR is one of the biggest nonprofits in the state. It received nearly \$31 million from state contracts and grants in 2013, according to CHR's financial filings.

Gates estimates CHR could lose \$5

million in state funding if the legislature adopts Malloy's budget proposal. That could mean laying off 70 employees and closing some programs.

"It is essentially on a level close to catastrophic," Gates said.

Health nonprofits and their advocates began submitting legislative testimony last week about the potential impact of the proposed cuts. The lobbying effort will continue into the session, Gates said.

Gates plans to argue that CHR's clients will likely have no remaining options if residential and community programs are shuttered or downsized. Many clients could end up in hospitals or even jails, she said.

Such lobbying efforts were partly successful last year, when the legislature implemented smaller cuts to social services than the governor had proposed in his budget. The legislature

also restored some emergency rescissions Malloy made to social-services funding.

"We hope the legislature protects services like they did last year," Gates said. "We're grateful they did."

While funding looks almost certain to be tightened in the year ahead, nonprofits are in favor of a Malloy proposal to privatize 30 residential-living facilities for individuals with intellectual disabilities, which aims to save \$6.1 million.

The Community Nonprofit Alliance's Interim CEO Jeffrey Walter said the "modest proposal" is an example of the kind of long-term structural changes his membership would like to see in the future.

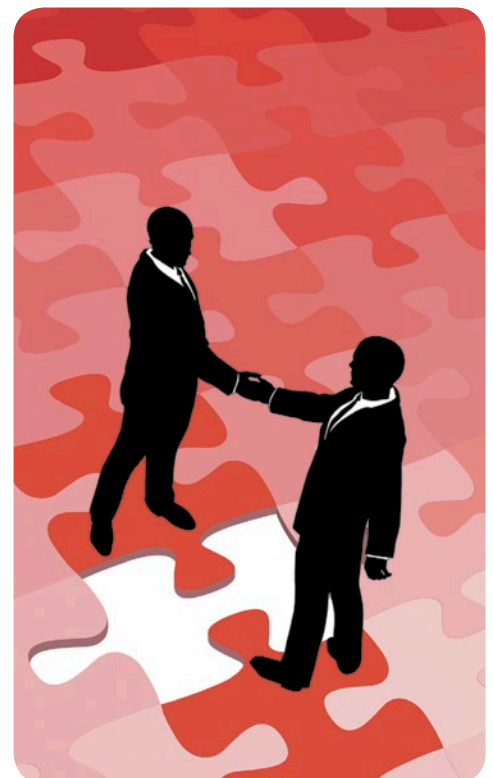
"The state has to get out of the business over time of providing certain services," Walter said. "We are in favor of transitioning these programs to community settings." ■

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Source: Circulation Verification Council. Publication audit report and reader survey for HBJ. July 1, 2013-March 31, 2014

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from page 1

Pay in dispute

Access Health CT Private Insurance Enrollment Market Share

Carrier	2015 Market Share	2016 Market Share	% Change
Anthem	43,910	38,687	-12%
Connecticare	46,668	61,752	32%
HealthyCT	17,239	13,721	-20%
UnitedHealthcare	2,278	1,859	-18%
Total	110,095	116,019	5%

SOURCE: ACCESS HEALTH CT

customers this year with the four insurers offering exchange plans: Connecticare, Anthem, HealthyCT and United Healthcare. It's not clear exactly how many Connecticare plans the brokers helped sell.

Access Health CT CEO Jim Wadleigh said he's worried the dispute could damage future relations between brokers and the exchange, which has increasingly leveraged insurance agents as a cost-effective way to boost enrollments. If the exchange were to lose broker support, it may need to hire more staff to advise and enroll customers, Wadleigh said.

"Access Health is working with our lead brokers as well as our carriers to make sure that everyone understands each other's roles and responsibilities," Wadleigh said. "There does appear to be some confusion and we are working to communicate these items."

Last month, Wadleigh expressed concern about a recent decision by United Healthcare to stop offering exchange-related commissions, because the insurer found its state exchange plans unprofitable. United Healthcare's market share on Connecticut's exchange was just 2 percent in 2015, shrinking to 1.6 percent this year. The company hinted in November that it may pull out of state exchanges in 2017.

The dispute

Jennifer Lovett, CEO of Crystal Financial, said she and her three fellow lead brokers believe their contracts with Connecticare require the insurer to pay them \$16 per month for each member they signed up during the third annual Obamacare enrollment period, which began in November and ended in January. It's the same commission they've received in the past, before becoming lead brokers in 2015, she said. The exchange has been operating since 2013.

But Connecticare informed the four brokers this month that it had reclassified them as "e-producers," or brokers that generally enroll customers online and receive a lower commission of \$12 per enrollee per month.

Connecticare said it assigns an e-producer classification to any broker that it provides with marketing support or sales leads.

In an email to one of the lead brokers obtained by the Hartford Business Journal, a Connecticare vice president, Terry Guidone, appears to argue that the \$8 million assessment the insurer pays Access Health to help fund the exchange's customer call center counts as marketing and/or sales support because lead brokers receive referrals from it.

Guidone wrote that the lower commissions for e-brokers help "offset the dollars we spend in marketing and resources to direct leads to them."

In a statement, Connecticare reiterated the company's contention that lead brokers are e-producers, and that its e-producer

arrangements predate the creation of Access Health CT. It's unclear how many e-brokers and regular brokers Connecticare uses.

"We value our broker relationships and the important role brokers play during open enrollment and throughout the year," the insurer's statement said.

Lovett said her contract with Connecticare classifies her as a regular broker and that the assessment Connecticare pays to Access Health shouldn't affect her own agreement with the insurer.

She provided a copy of her contract to HBJ, signed by her agency in 2013. Lovett said that contract, which pays a \$16 commission, according to Connecticare's broker marketing materials, remains in effect today and that she never signed an e-producer agreement with the insurer.

She also said she never received advertising money from Connecticare, and that she spent \$25,000 on her own ad campaign to drum up exchange business. She acknowledged, however, that the majority of her sales this year came from Access Health's call center — specifically previous Medicaid patients who were no longer eligible for the low-income social healthcare program due to changes made last year by the legislature.

She said some of her sales also came from her own network of customers and other sources.

"They're attacking all my leads," said Lovett, who estimates that her six-employee agency sold 2,300 Connecticare plans during the most recent enrollment period. If they receive the lower \$12 commission rate they'll lose \$110,000.

Lovett said her team often worked 12-hour days during the enrollment period.

"Now I have to tell my staff they won't get the amount they thought they would," Lovett said. "It's heartbreaking when you see your staff that's so dedicated and working so hard."

Lovett said she planned to hire at least one additional employee to service the influx of new exchange clients, but that is now on hold.

She is also worried the dispute could set a precedent that would impact the more than 600 regular brokers across the state who sell Access Health plans.

"If they get away with it with us, [other insurers] will follow suit," she said. "There's a ripple effect."

It's possible the spat will end up in court, since contracts are in dispute.

Access Health has asked the Insurance Department to weigh in on the question of whether an insurer can modify commission rates once their premiums have received approval from the state in a given year.

An Insurance Department spokeswoman said last week the agency "is aware of the issue and currently looking into it." There's no clear timetable for a possible resolution. ■

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Maria Sanchez



Heather Hokunson

CREC names new executive director

CREC, a regional educational service center that operates 18 magnet schools in Greater Hartford, hired former Cheshire Superintendent **Greg Florio** as its new executive director. He succeeds Bruce E. Douglas, who led CREC for 14 years.

Prior to arriving at CREC, Florio led Cheshire Public Schools for 24 years, including 12 years as superintendent and 12 years as assistant superintendent.

UConn Health appoints vascular and endovascular surgery chief

Dr. Jeffrey Indes has been appointed chief of vascular and endovascular surgery in the Department of Surgery at UConn Health.

Indes is a board-certified vascular surgeon. Since 2008 he has served as associate program director in vascular surgery and assistant professor of surgery (vascular) at Yale School of Medicine. At Yale he also served as associate program director of the Vascular Surgery Residency/Fellowship.

Achillion Pharmaceuticals names chief scientific officer-EVP

New Haven-based Achillion Pharmaceuticals Inc. recently named **Joel Barrish** as chief scientific officer and executive vice president.

Barrish joins Achillion with more than 30 years of experience in the pharmaceutical industry. For the last five years, he was vice president and head of discovery chemistry at Bristol-Myers Squibb, leading chemical research on small molecules and other modalities across all therapeutic areas and sites.

Barrish is also a scientific advisory board member for the chemistry departments at the University of Pennsylvania and at Rutgers University.

BlumShapiro elects five new partners

West Hartford accounting and consulting firm BlumShapiro elected three new partners: **James Harper**, **William F. Murray** and **Ronald W. Nossek**.

As a partner in BlumShapiro's software and business process outsourcing (BPO) consulting group in West Hartford, Harper manages the BPO services platform, which includes performing all accounting and back-office transaction services for startup and mature organizations in all industries.

As a partner with BlumShapiro's litigation services and business valuation group in West Hartford, Murray has more than 15 years of experience in business valuation, economic damages and forensic investigations. He provides attorneys, high-wealth individuals, privately held companies and business owners with valuation services for trust and estate planning, gifting, shareholder disputes, mergers and acquisitions, financial reporting, taxation and matrimonial dissolutions.

Nossek is an expert in government accounting, with special focus in audits of government entities. Nossek comes to BlumShapiro from CohnReznick where he served as partner in the firm's New London office.

KPMG announces Hartford promotions

Audit, tax and advisory firm KPMG LLP's Hartford office announced the promotions of **Jocelyn Denalsky**, **Charles Kavanagh** and **Scott Shapiro**.

Denalsky is now an audit partner, serving insurance clients; Kavanagh is now an audit partner, serving clients in the consumer, diversified industrial, life science and healthcare provider industries; and Shapiro is now an advisory principal, specializing in insurance data analytics and predictive modeling.

Avon law firm Drew & Mersereau adds lawyer

Drew & Mersereau PC, a small law firm located in Avon, announced that **Bryan P. Keilty** has joined the staff. Keilty will be concentrating his practice in the areas of estate planning, trust administration, estate administration and business planning.

Prior to joining Drew & Mersereau, Keilty worked in banking for United Bankers LLC, a mortgage lender in Hamden.

TD Wealth names market wealth leader for Connecticut

TD Wealth Private Client Group has named **Marion T. Schmeelk** as market wealth leader for Hartford, New Haven and Fairfield counties.

Schmeelk is responsible for the growth of the bank's wealth management business. She has more than 30 years of experience in private banking and wealth management.

Prior to joining TD Wealth, she served as managing director, Fairfield County market director at U.S. Trust, Bank of America Private Wealth Management.

American Savings Foundation promotes key staff

The board of directors of the American Savings Foundation, a charitable endowment that provides grants to local nonprofits and college scholarships to area students, announced the promotion of two staff members to newly created positions: **Maria Sanchez** to director of grantmaking and community investment, and **Heather Hokunson** to associate program officer overseeing the organization's scholarship program.

Sanchez joined the New Britain-based foundation staff in 2000 as senior program officer, overseeing the grants program. Sanchez represents the foundation in community collaborations, including the Coalition for New Britain's Youth and Bridge to Success in Waterbury.

Hokunson has been a member of the foundation's staff for five years. She began as an assistant program officer and has assumed increasing responsibility for the management and administration of the foundation's Robert T. Kenney Scholarship Program.

Additionally, **Cierra Stancil**, associate program officer for grants, and **Maryellen Milio**, operations manager, joined the foundation's management team during 2015.

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Total Assets	\$66,025,480	\$78,123,304
Total Liabilities	\$30,496,480	\$38,406,304

REVENUES

Contributions & Grants	\$7,855,011	\$8,301,842
Program Service Revenue	\$59,955,822	\$65,055,019
Investment Income	\$890,300	\$1,209,122
Other	\$495,940	\$367,146
TOTAL	\$69,197,073	\$74,933,129

EXPENSES

Grants	\$13,625,000	\$13,970,000
Member Benefits	\$0	\$0
Salaries/Employee Benefits	\$37,077,168	\$39,187,018
Fundraising Fees	\$60,000	\$137,000
Other	\$17,481,905	\$18,773,854
TOTAL	\$68,244,073	\$72,067,872
MARGIN	\$953,000	\$2,865,257

TOP PAID EXECUTIVES (FY 2014)

	Base Salary	Total Compensation & Benefits
Pamela Trotman Reid , Former President	\$322,270	\$408,458
Joseph Ofofu , Dean, School of Pharmacy	\$227,403	\$252,991
Michelle Kalis , Provost	\$187,267	\$216,633

SOURCE: GUIDESTAR IRS 990 TAX FORM



Pictured (from left) are: Tim Kane, Prides Corner sales manager; Denise K. Hornbecker, CEO of Channel 3 Kids Camp; and Mark Sellow, owner of Prides Corner Farms.

Channel 3 Kids Camp received a \$5,000 donation from **Prides Corner Farms Inc.** of Lebanon. PCF is a supporter of children's charities and designated a portion of its sales of Sara's Superb Herbs to Channel 3 Kids Camp. Since 2001 Prides Corner Farms has donated over \$200,000 to various causes, locally and regionally as a result of sales of Sara's Superb Herbs.

Riverfront Recapture has received a \$150,000 grant from **Travelers** to improve lighting in the Riverfront parks. The grant will update a significant number of existing decorative park lights from metal halide to LED lighting in 2015, positively affecting the appearance of Riverfront Recapture's parks in Hartford and East Hartford. This support will also significantly reduce electricity usage.

and tire re-inflation service.

Hartford Public Library has received a \$20,000 grant from the **Nutmeg Foundation** to fund a new online high school diploma pilot project. The pilot will provide online high school classes to a cohort of 10 Hartford students as a more flexible and accessible alternative to the traditional GED test.

Bob's Discount Furniture will donate \$45,000 to the **Save the Children Federation**, whose nutrition, health care, education and emergency response programs give millions of children each year a healthy start, the opportunity to learn and protection from harm. Half of this donation was made possible by customer contributions to collection jars in Bob's store cafes.



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Industry: Auto Parts

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3Q 2015 Net Income: \$11.2M

Quarterly Profit Change: \$7M

Cash: \$80.3M

Employees: 2,100

Competitors: Johns Manville Corp.
Morgan Advanced Materials
Pall Corp.

TOP INSTITUTIONAL INVESTORS

Holder	Shares	% Stake
Dimensional Fund Advisors LP	1,445,576	8.48
Champlain Investment Partners	1,125,886	6.61
BlackRock Fund Advisors	1,046,088	6.14



STOCK WATCH (as of noon Feb. 11)

Ticker Symbol: LDL **Stock Price:** \$26.17 **Market Cap:** \$445.98M
52 Week Range Price: \$25.28-\$38.86 **Outstanding Shares:** 17.04M

CORPORATE SUITE

Executive	Title	Salary	Bonus	Stock Awards	Non-equity Incentive	Total
Dale G. Barnhart	President/CEO	\$522,600	\$0	\$1,208,412	\$754,000	\$3,098,373
Robert K. Julian	CFO/EVP	\$361,887	\$0	\$552,480	\$326,337	\$1,510,533
Joseph A. Abbruzzi	President, Industrial Filtration	\$288,271	\$0	\$569,635	\$207,404	\$1,283,313

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EDITORIAL

Government can, should act more like business

Some politicians, particularly those who want to protect the ever-growing size of state government, scoff at the notion that government can be run like a business. They are, of course, wrong-minded. And in a surprising yet refreshing twist, Gov. Dannel P. Malloy seems to be challenging that conventional thinking head on, much to the chagrin of powerful interests, including state-employee labor unions.

It started in late January, when the Democratic governor touted improvements several state agencies have made under his LeanCT initiative, which takes a page out of the private sector by identifying more cost-effective ways agencies can deliver services. The Department of Energy and Environmental Protection, for example, has reduced from 60 days to 10 days (83 percent), the average time to complete wastewater discharge inspection reports, providing the opportunity for faster compliance.

Then Malloy delivered a budget that proposes to slash spending by hundreds of millions of dollars to better align state revenues with expenses. Last week, he announced plans to privatize more services at the Department of Motor Vehicles to reduce onerous customer wait times.

These days Malloy sounds more like a corporate executive restructuring a financially ailing company, than an idealist politician who believes every government service is sacrosanct and worth preserving no matter the cost to taxpayers.

More than ever, the state needs a hard-nosed executive willing to make tough choices, and Malloy's new approach is refreshing, particularly to the business community, which has long advocated for spending restraints and a transformation of state government.

State labor unions and their cheerleaders, which stand to potentially lose members and clout with some of Malloy's layoff and privatization efforts, have voiced concern and criticism over his budget. They argue the governor is protecting the rich at the expense of middle-class residents by not raising taxes further on corporations or high earners to preserve the state-employee workforce and the services they provide.

That recipe, however, has proven ineffective and has put at risk many more Connecticut jobs by worsening the state's business climate and giving companies further incentive to move or shift their operations elsewhere. Two of the largest tax increases in state history haven't been able to balance Connecticut's budget or speed up the state's economic recovery; Malloy is finally yielding to that reality and offering a new approach to deal with it.

The idea of government acting more like a business is repugnant to some, who view corporations as greedy entities only there to serve shareholder's interests. However, that is a misunderstanding of businesses' other true objective, which is to create value for consumers by delivering the highest quality services and products at the lowest possible price. That is the only way businesses can survive long-term and generate the profits that sate shareholders' appetites.

Taxpayers, who are the consumers of government, should expect the same value and accountability, which have been clearly lacking here in Connecticut.

We're not asking for a complete disbanding of the state-government apparatus. There are a lot of good, hardworking state employees who strive daily to deliver and improve crucial government services to residents and businesses. Some services can't and shouldn't be privatized, while others should continue to be funded to maintain the state's core function of assisting residents unable to help themselves.

But Malloy's restructuring efforts must leave no stone unturned, and every agency and budget line item must come under close inspection. The business community is also here to help. Last week, nine Connecticut business groups urged the governor to use their expertise to "replace the historical and often rigid approaches to economic growth and the delivery of public services" with more innovative, cost-effective methods.

We urge the governor to partner with the business and nonprofit communities, which must constantly reinvent themselves to survive. They have much wisdom to share. ■

OTHER VOICES

State-run 401(k) wrong approach to retirement crisis

By Karen Waltemath

Connecticut's Retirement Securities Board (CRSB) has made us the first state in the nation to complete a market feasibility report for a state-run retirement program. The report seeks to lay the legislative groundwork that could affect all but the smallest businesses in the state. But adoption of the legislation might actually be counter-intuitive to the goals it seeks to achieve, alienating the backbone of the state's employment market.



Karen Waltemath

Further, the goal of the feasibility study was to reduce dependency on Medicaid. Yet there is no guarantee that when a participant retires, he or she will remain in Connecticut. At the same time, there is no guarantee that retirees will not move to Connecticut only to find out they need Medicaid assistance. Both of these arguments negate the effectiveness of the plan.

Admittedly, something needs to be done about saving for retirement. But believing that the answer lies in a state-run retirement program is like thinking you can drive across the country with only enough money to purchase a gallon of gas for the entire journey. A more effective plan would be to institute a private/public partnership consisting of a statewide retirement education campaign that would incentivize employers to participate in the financial education process.

What is wrong with the proposal?

First, the plan does not address the real concern. The last thing anyone wants is an employee having a false sense of security only because he or she is a plan participant. There is a high probability that the proposed plan, combined with Social Security, will be insufficient. Even a 30-year-old man or woman who begins saving at 6 percent, and plans for 80 percent income replacement at age 67 will likely see a depleted retirement account at age 75.

Second, the proposed mandate would require Connecticut businesses with as few as five employees to enact administrative functions to ensure their workers gain access to the state-run plan. This burden is potentially devastating for small- to mid-size companies.

Opponents believe there are additional and significant negative unintended consequences. A Connecticut Business & Industry Association survey of rankings by national institutions shows that Connecticut ranks anywhere from 36th to 46th in business competitiveness. The

mandates proposed in the new legislation will do nothing but lower the state's standing.

Third, the plan requires Connecticut employers to provide enrollment assistance, payroll deductions and education. Business owners would be liable for adherence and administration, and assume liability for potential grievance processes.

The CRSB report includes recommendations for onerous new mandates despite employer concerns. The Center for Retirement Research at Boston College, which the CRSB hired to measure employer reaction, completed a survey using focus groups and phone questionnaires that showed "small employers in Connecticut agreed that their workers are not saving enough for retirement but had many questions and concerns about the state getting involved. Employers welcomed action if it involved compensation from the state to help offer a plan or cheaper/better retirement savings options for their workers."

However, the state retirement program is merely an IRA sponsored by Connecticut with proposed legislation for employers to assist. Why not just address the heart of the matter and go straight to the education piece by creating a state-supported financial literacy program to help residents prepare for retirement while providing employer incentives?

The answer to the retirement-savings crisis is not limited to savings. Nearly 50 percent of workers nationally do not have \$2,000 in savings and many face financial difficulties. A true solution provides education addressing behavior modification, which includes saving and budgeting. Studies reveal that employees pay off debt, live within their means and begin saving for their retirement as a result of a program that focuses on behavior modification. Employers even benefit through soft-dollar savings.

The marketplace is not lacking an additional retirement vehicle. What it lacks is a public/private partnership for financial wellness. Although advocates of a state-mandated program argue that approximately 600,000 state residents do not have access to an employer-sponsored retirement plan, it is most important to note that all have access to the same type of retirement vehicle proposed in the legislation

regardless of employer engagement.

The effects of implementing a financial planning wellness program begins with "today" while laying the foundation for "tomorrow." Connecticut has the ability to change the face of retirement — with a statewide employee financial literacy program and incentives to employers who help facilitate the education that provides lasting, long-term benefits. ■

Karen Waltemath is the founder of Integrated Financial Planning and Benefits Resources. She can be reached at karenw@fpabr.com.

HARTFORDBUSINESS.COM POLL

Should the state outsource more services to the private, nonprofit sectors?

☐ Yes

☐ No

To vote, go online to HartfordBusiness.com.

Last week's poll results:
Will Gov. Malloy's \$19.87 billion budget plan help or hurt CT's economy?

29.1% Help

34.5% Hurt

36.4% Minimal Impact

Resolve to capitalize growth in 2016

By Ken Cook

The New Year is upon us; optimism abounds and there is usually an overriding belief that it will be a strong growth year. And as many of you know, growth can be a stern taskmaster. Growth requires more of everything, including time, resources, energy and especially money.

Every business at some point needs money, whether it is in a startup mode, financing growth, or just overcoming a rough patch. For startups, the expectation is that the financing is self-funded. Jobs and Wozniak started Apple in a garage; Gates and Allen sold computer software out of their house.

The transition from self-funding to using other people's money is usually a function of proven capability matched with opportunity. It's at this juncture that many small businesses either fail or just stall out. Lack of capital is frequently cited as the cause of a business

failure in this early stage.

If truth be told, it is not the lack of capital that caused the business failure. Rather, it is usually a poorly advised venture or lack of owner skills that precipitates failure. The inability to properly capitalize the business is merely a symptom.

To avoid the symptom of poor capitalization, know who you are and where you are going. Successful business owners have an understanding of financial issues and financial planning. Foundational to this is the business plan and cash flow projections. These two tools reflect historical performance (if it's an existing business), and future projections based on market knowledge.

Successful business owners know their markets and their customers. There is no guessing as to why customers buy; there is intimate knowledge of customers supported by strong relationships with those customers. Relationships and knowledge translate into increasing revenues and even more customers.

Whether starting out or whether the capital is needed to finance growth, be clear on the requirements. Know what the money is intended for, and more importantly, how the money will make the business more

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successful. Once you know this, you then can determine how much money you need.

So as you look out over the next 11 months, be clear on your goals and expectations. Clarity of thinking and planning is a very enticing characteristic for an investor. Every investor knows that their capital is a tool. The investor wants to use the tool wisely.

Investors, banks, angels or other sources of capital are not looking to fund just the entrepreneur. They are looking for two things: To fund a viable venture that is poised for growth and to find a venture that is mobilized and driven by a capable entrepreneur.

The hope of the investor is that by funding a viable and growing venture, their capital can be used to produce premium returns on

the investment. The entrepreneur's job is to prove the case that the premium returns are not only possible, but probable.

Cash is king. Proper capitalization can drive growth. The entrepreneur's task is to prove that the growth of the business is attainable, sustainable and profitable. If that can be done, then there are sources of capital that will help that business get to the next level and make the next year very profitable and successful. ■

Ken Cook is the co-founder of How to Who and co-author of How to WHO: Selling Personified, a book and program on building business through relationships. Learn more at www.howtowho.com.



Ken Cook

BIZ BOOKS

Keys that separate 'superbosses' from 'good' ones

“**S**uperbosses — How Exceptional Leaders Master the Flow of Talent” by Sydney Finkelstein (Portfolio/Penguin, \$27.95).

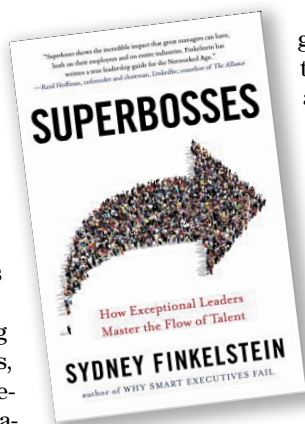
What's the difference between a good boss and a superboss? Outlook. Good bosses see themselves as professional managers. While they do the management basics well, sometime along their path best practices rather than entrepreneurial curiosity and intuition shape their actions. Superbosses, on the other hand, do the management basics well, but view best practices as managing by looking at the rearview mirror. Why? Focusing on what worked “codifies the past and reduces openness to new ways of doing things.”

When it comes to creating opportunities for subordinates, they both have the goal of creating a well-rounded, organizationally experienced individual, but their approaches differ. Good bosses follow the lock-step, career ladder approach, which slots employees into various positions over time. Sounds logical. But locking all employees into a specific track doesn't take into account the differences in the individuals. It also makes coaching them more difficult because one size does not fit all.

Superbosses personalize opportunities based upon their knowledge of the subordinate. They share “the workplace experience with their employees” by managing-by-walking-around. By taking this



Jim Pawlak



getting-to-know-you approach, they are able to designate assignments that will constantly challenge the individual. Moving to other positions depends on the individual's ability to meet the challenge.

Their knowledge of the individual “establishes a kind of insider sensibility for protégés,” which maximizes their talent.

Superbosses build teams differently, too. While collaboration remains the team's founda-

tion, superbosses also encourage and value competitiveness within the team. Why? They see collaboration and competitiveness as allies of productivity. While collaboration starts the team on the same page, internal competition allows the team to creatively write new pages that define and refine innovative solutions.

Finkelstein's numerous examples of superbosses and their subordinates in various industries show that there's a huge difference between managing talent and growing talent.

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► **Good bosses ... do the management basics well, [but] sometime along their path best practices rather than entrepreneurial curiosity and intuition shape their actions.**

“**Talking to Crazy: How to Deal with the Irrational and Impossible People in Your Life**” by Mark Goulston (AMACOM, \$24.95).

You've met the bully, the manipulator, the victim, the know-it-all, the backstabber, the whiner, the gossip, etc. Dealing with these personalities can drive you crazy — unless you employ Goulston's methods for dealing with them. Here are a few:

1. “**Keep your own crazy at bay when you're under attack.**” Becoming defensive only adds fuel to their fire. They win; you lose. Pause before you respond. This frames your awareness of the situation and calms your emotions. By maintaining your poise, you disarm the crazy — yours and theirs.

2. “**The belly roll.**” Don't attempt to take charge of the conversation. Instead, roll over and let the irrational person lead the conversation. Sounds counterintuitive; it's not. “Increasing the person's power lessens his need to act out.” If the person sees you as

non-threatening, the attack stops and real conversation starts.

3. “**Time travel.**” You can't change their past or yours. The future beckons. Simply asking “What do you want me to do or not do?” starts a conversation. As it progresses, weave your expectation for her/him into it.

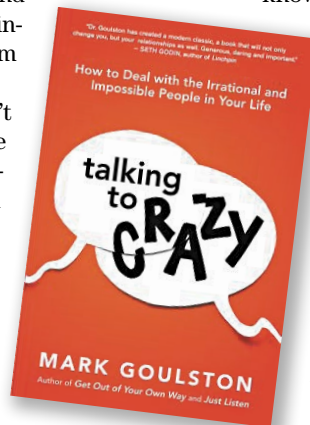
4. “**The fishbowl.**” The eyes are the window to the soul. Look the person in the eye and don't speak. He/she will eventually return eye contact. Maintain that contact. When you see signs that the person wants to listen, restart the conversation.

5. The “**Butter up**” works well with know-it-alls. Identify the areas

where the person excels and play to them. Guide the conversation to how the person could grow those skills. By seeing you as a mentor, the person may be open to taking your advice.

The Bottom Line: Learn to manage the crazies in your life, or they'll manage you. ■

Jim Pawlak is a nationally syndicated book reviewer.



OF NOTE

UConn BUSINESS PROFESSOR EARNS FULBRIGHT SPECIALIST AWARD



Shantaram Hegde

UConn finance professor **Shantaram Hegde** was recently selected as a **Fulbright Specialist Award** recipient, allowing him to mentor doctoral students and faculty in India. His assignment was to instruct 30 to 40 students and faculty on financial research, a field that he is considered one of the most prolific journal contributors to in the United States.

Hegde, who is a native of India, taught at the Indian Institute of Management

Kozhikode on the western side of southern India in late November. He offered seminars, as well as one-on-one instruction. He joined the UConn faculty in 1990 and served as a visiting scholar at Yale School of Management in 1996-1997.

...

DAY PITNEY PARTNER NAMED HEAD OF ENERGY AND ENVIRONMENTAL GROUP



Elizabeth Barton

New England Women in Energy and the Environment (NEWIEE), a Boston-based organization comprised of professionals in the energy and environmental sectors, has elected **Elizabeth Barton** of Day Pitney as president.

Barton, an environmental partner at Day Pitney, has been involved with NEWIEE since its founding in 2008.

She has more than 25 years of experience in environmental and land-use consultation, permitting and litigation at the federal, state and local levels.

...

AAA REVEALS CONNECTICUT'S TOP HOTELS OF 2016

Winvian Farm, a hotel in Morris, has been awarded **AAA's Five Diamond Award**, which is given to fewer than half a percent of the 28,000 properties approved by AAA. Winvian was the only hotel in Connecticut to receive the honor.

Meantime, only 1,500 hotels made the Four Diamond Rating list in 2016, including eight in Connecticut.

They included: The Homestead Inn, Greenwich; Marriott Hartford Downtown; Grand Pequot Tower at Foxwoods Resort Casino, Mashantucket; The Fox Tower, Mashantucket; Hyatt Regency Greenwich, Old Greenwich; Saybrook Point Inn & Spa, Old Saybrook; Delamar Southport, Southport; Mohegan Sun, Uncasville.

AAA uses professional inspectors to conduct in-person property evaluations for its awards.

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BERKSHIRE HATHAWAY CEO ADAMS NAMED TO TOP CEO LIST

Berkshire Hathaway HomeServices New England and Westchester Properties President and CEO **Candace Adams** was recently named to the **Swanepoel Power 200 List for 2015**. Adams is on the list for the third year in a row.

The Swanepoel Power 200 is a comprehensive roster of leading CEOs and senior executives whose leadership and experience drive the industry and their organizations.

Please Note: All electronic submissions for Accolades should be sent to news@HartfordBusiness.com. For more information about the Hartford Business Journal's Accolades Page, please visit www.HartfordBusiness.com.

CT RETAIL MERCHANTS ASSOCIATION PRESENTS ANNUAL LEADERSHIP AWARDS



► The Connecticut Retail Merchants Association (CRMA) recently presented annual awards for leadership and community service in Connecticut's retail industry. Award recipients and representatives were (from left): Tom Zapf, Macy's, National Retailer of the Year; Tom Wholley, chairman, CRMA; Tim Phelan, president, CRMA; State Sen. Len Fasano, Legislator of the Year; Karen Munson, Munson's Chocolates, Retailer of the Year; Stephanie Blozy, Fleet Feet Sports, Excellence in Customer & Community Service Award; Paul Eusebio, EbLens, Special Recognition Award; and Marc Green, Lux Bond & Green, Distinguished Service Award.

ANNUAL MARTIN LUTHER KING JR. SCHOLARSHIP BREAKFAST HONORS STUDENTS



► The 31st annual Dr. Martin Luther King, Jr. Scholarship Breakfast recently drew nearly 700 people to the Connecticut Convention Center. Since 1985, the breakfast has helped the Hartford Alumnae Chapter of Delta Sigma Theta award nearly \$300,000 in scholarship funds to 135 high school seniors. Pictured (from left) are: Veronica T. DeLandro, president, Hartford Alumnae Chapter; Cassandra Charles-Gerst, journalist, Hartford Alumnae Chapter; Frances-Julia Jaynes, scholarship recipient and University of Connecticut student; keynote speaker Ambassador Suzan Johnson Cook; Tajanae Crawford, scholarship recipient and Quinnipiac University student; Gail Jackson, vice president of talent, inclusion and engagement, United Technologies; and Deloris Johnson Drakes, committee chair of the Dr. Martin Luther King, Jr. Scholarship Breakfast.

JR. ACHIEVEMENT STAFF DONATES TO CHILDREN'S ADVOCACY GROUP



► Junior Achievement staff and Fairfield University alumni Amanda Teti and Jeremy Race coordinated a local collection of stuffed animals to donate to their favorite charities. Other Junior Achievement staff and board members also contributed to the collection, which included eight bags of stuffed animals that were given to children at The Greater Hartford Children's Advocacy Center at St. Francis Hospital in Hartford. Pictured (from left) are: Karen Zott; Jill Fitzsimons-Bula; Amanda Teti; Regina Dyton; and Lisa Murphy-Cipolla.

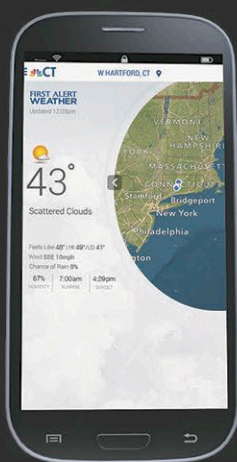


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